

Newsletter

Faculty Research Publications



China Depth, Global Breadth

Peer Reviewed Journal Articles

Hou, Ting, Li, Meng, Tan, Yinliang (Ricky) and Zhao, Huazhong. 2024. "Physician Adoption of AI Assistant". *Manufacturing & Service Operations Management*. (FT50) 26, 5, 1639-1655.

Abstract: Problem definition: Artificial intelligence (AI) assistants—software agents that can perform tasks or services for individuals—are among the most promising AI applications. However, little is known about the adoption of AI assistants by service providers (i.e., physicians) in a real-world healthcare setting. In this paper, we investigate the impact of the AI smartness (i.e., whether the AI assistant is powered by machine learning intelligence) and the impact of AI transparency (i.e., whether physicians are informed of the AI assistant). Methodology/results: We collaborate with a leading healthcare platform to run a field experiment in which we compare physicians' adoption behavior, that is, adoption rate and adoption timing, of smart and automated AI assistants under transparent and non-transparent conditions. We find that the smartness can increase the adoption rate and shorten the adoption timing, whereas the transparency can only shorten the adoption timing. Moreover, the impact of AI transparency on the adoption rate is contingent on the smartness level of the AI assistant: the transparency increases the adoption rate only when the AI assistant is not equipped with smart algorithms and fails to do so when the AI assistant is smart. Managerial implications: Our study can guide platforms in designing their AI strategies. Platforms should improve the smartness of AI assistants. If such an improvement is too costly, the platform should transparentize the AI assistant, especially when it is not smart.

Paper: <https://doi.org/10.1287/msom.2023.0093>
Contact: yrtan@ceibs.edu

Hu, Z., Kwan, H. K., Zhang, Y., & Li, J.. 2024 Aug. "The effects of negative mentoring experiences on protégés' turnover intention: The roles of harmonious work passion and moqi with the mentor". *Journal of Managerial Psychology*. 39, 6, 716-731.

Abstract:

Purpose

This study tested a holistic model that investigated the interaction effect of negative mentoring experiences and moqi (pronounced "mò-chee") with a mentor—where moqi refers to a

situated state between two parties in which one party understands and cooperates well with the other party without saying a word—on the protégés' turnover intention, along with the mediating role of protégés' harmonious work passion.

Design/methodology/approach

Data were collected from 281 protégés through a three-wave questionnaire survey with a 1-month lag between waves. We used a hierarchical multiple regression and bootstrapping analysis to test our hypotheses.

Findings

Our results support the mediating effect of harmonious work passion on the positive relationship between protégés' negative mentoring experiences and turnover intention. In addition, our analysis confirmed that moqi with the mentor amplifies both the impact of protégés' negative mentoring experiences on harmonious work passion and the indirect effect of negative mentoring experiences on protégés' turnover intention via harmonious work passion.

Originality/value

By demonstrating the interaction effect of protégés' negative mentoring experiences and moqi with their mentor on turnover intention, as well as the mediating role of harmonious work passion, this study expands our understanding of the mechanism and boundary condition of the effect of negative mentoring experiences and provides inspiration and guidance for mentoring practices.

Paper: <https://doi.org/10.1108/JMP-01-2023-0017>

Contact: kwanhokwong@ceibs.edu

Ke, Shaowei, Wu, Brian and Zhao, Chen . forthcoming. "Learning from a Black Box". *Journal of Economic Theory*. (A*).
Contact: shaoweike@ceibs.edu

Li, S., Zhou, Q., Huo, B., & Zhao, X.. 2024. "Environmental uncertainty, relationship commitment, and information sharing: the social exchange theory and transaction cost economics perspectives". *International Journal of Logistics Research and Applications*. 27, 8, 1363-1387.
Contact: xiande@ceibs.edu

Pu, Jingchuan, Shan, Hongyu and Yuan, Tao. forthcoming. "EXPRESS: Corporate Use of Social Media after ESG Incidents". *Production and Operations Management*. (FT50).

Abstract: Despite increasing investments in

Inside this issue:

Peer Reviewed Journal Articles	7
Trade Journal Articles	2
Newspaper/Media Articles	17
Cases	30
Awards & Honors	4

Newsletter

Faculty Research Publications

Environmental, Social, and Governance (ESG) initiatives and practices, firms often fail to meet public expectations, causing ESG incidents. While firms often choose to remain silent after an incident, we argue that this is not attractive to firms anymore on social media platforms, where consumers and stakeholders can freely share information and concerns. That is, firms tend to use official social media accounts to increase communication frequency and communicate with stakeholders about the incidents (i.e., incident-related posts) after the occurrences. We are also interested in the extent to which firms would adjust their use of social media in terms of non-incident-related posts, as the current prevailing practical advice and studies offer contradicting predictions. Using data from different sources, we construct an event-based firm-day dataset and empirically show that firms significantly increase the number of social media posts after ESG incidents. The impact is more salient for firms in consumer-oriented industries and when the incident is more impactful. Using a semi-supervised, dictionary-based approach, we delve into the content of tweets and demonstrate that firms are inclined to increase both the number of incident-related and the number of non-incident-related tweets after an ESG incident. The follow-up analyses at the incident level indicate that firms that post more after an ESG incident experience a better reaction from the capital market, especially for customer-oriented firms or incidents that receive high attention from the traditional media.

Paper: <https://journals.sagepub.com/doi/abs/10.1177/10591478241277205>
Contact: hongyushan@ceibs.edu

Tan, Yinliang (Ricky), Yu, Chuanbin, Liu, Yang and Zheng, Quan. 2024 Dec. "Agency models in online platforms: A review of recent developments and future prospects". *European Journal of Operational Research*. (A*) 319, 3, 679-695.

Abstract: Over the past decade, the ascendancy of the platform economy has led to a significant shift by numerous online merchants, transitioning from the conventional wholesale model to the agency model. Within the agency model, suppliers control pricing decisions, and in exchange for leveraging the online marketplace to access consumers, they apportion a segment of the revenue to the retailers. Reports indicate that third-party sellers are the primary source of Amazon's income via the agency model. This model has emerged as a prevalent distribution agreement for many physical goods within the digital marketplace. Furthermore, its influence extends to the realm of digital content distribution, as evidenced by its adoption by both Apple and Google in their respective application stores. Notwithstanding the widespread adoption of the agency model in practice, there has been a notable deficiency in the scholarly examination of contemporary advancements in this area. Consequently, this study conducts a systematic review of the agency model. Specifically, we identify and focus on three critical issues regarding the agency model in the literature: the impact of the agency model on channel distribution, how to effectively manage the operations and information management strategy when employing the agency model. Our investigation furnishes an exhaustive synopsis of the latest advances concerning the agency framework and encapsulates pertinent insights for management. We conclude this article by proposing directions for future research.

Paper: <https://doi.org/10.1016/j.ejor.2024.02.021>
Contact: yrtan@ceibs.edu

Wu, S.J., Mai, K.M., Zhuang, M. et al.. 2024 Aug. " A large-scale field experiment on participatory decision-making in

China". *Nature Human Behaviour*.

Abstract: Can local democratic decision-making in authoritarian environments increase or pacify civic engagement and government accountability? Here we conducted an intervention reaching over 20 million people in China. Communities were randomly assigned such that citizens in treatment communities were invited to deliberate and make collective decisions on how local community budgets were allocated through both in-person and online communication channels (participatory budgeting). We find that participatory decision-making in community budgeting increased a wide range of civic-engagement behaviours outside of the budgeting domain 6 months after the start of the intervention. Residents in treatment communities reported more need for improvement from the central government, providing a potential foundation for seeking accountability from the authoritarian regime. These changes were accompanied by a more positive societal outlook and increased satisfaction in the country's policies.

Paper: <https://doi.org/10.1038/s41562-024-01964-y>
Contact: kemai@ceibs.edu

Trade Journal Articles

Xin, K. R. & Yan, J.. 2024 Aug. "When will Anxiety about AI Go Away? 《AI焦虑何时消》". *Business Review*. 5.

Contact: katherinexin@ceibs.edu

Xin, K. R. & Yan, J.. 2024 Oct. "Going Abroad, Going Localization 《走出去 走进去》". *Business Review*. 5.

Contact: katherinexin@ceibs.edu

Newspaper/Media Articles

Xu, Bin. 2024 March 22. 环球网. 新质生产力有望驱动中国经济高质量发展增长.

Contact: xubin@ceibs.edu

Xu, Bin. 2024 April 4. 经济观察报.. 恢复三驾马车动力, 需要制度改革支撑.

Contact: xubin@ceibs.edu

Xu, Bin. 2024 April 11. Sluggish or Steady, what's next for China's Economy? . 中欧GEMBA微信公众号.

Contact: xubin@ceibs.edu

Wang, Hong. 2024 September 9. 汪泓: 银发经济, 助力年轻的“老龄产业”. 南风窗.

Contact: whong@ceibs.edu

Wang, Hong and Gao, Kai. 2024 September 5. 探索贸易投资合作新机制新模式培育外贸新动能. 经济参考报.

Contact: whong@ceibs.edu

Wang, Hong. 2024 September 4. 2024全球资产管理中心评价指数正式发布 上海位列全球第七. 第一财经.

Contact: whong@ceibs.edu

Newsletter

Faculty Research Publications

Wang, Hong. 2024 September 3. 建设全球资管中心是上海国际金融中心“升级版”建设的重要内容之一. *上海证券报*.
Contact: whong@ceibs.edu

Wang, Hong. 2024 August 27. 智库论道 | 壮大耐心资本支持前沿技术创新应用的经验启示. *中国经济时报*.
Contact: whong@ceibs.edu

Wang, Hong and Gao, Kai. 2024 August 24. 不看学历的OpenAI 如何招募科技人才. *经济观察报*.
Contact: whong@ceibs.edu

Wang, Hong and Gao, Kai. 2024 August 17. 日本企业“出海”启示录. *经济观察报*.
Contact: whong@ceibs.edu

Wang, Hong. 2024 July 23. 供应链公司探寻出海新路径. *上海证券报*.
Contact: whong@ceibs.edu

Wang, Hong. 2024 July 22. 中欧国际工商学院院长汪泓：供应链数字化和ESG助力企业更好出海. *上海证券报*.
Contact: whong@ceibs.edu

Wang, Hong. 2024 July 22. 领航企业出海 供应链数字化打造国际竞争力. *第一财经*.
Contact: whong@ceibs.edu

Wang, Hong. 2024 July 22. 聚焦中国企业出海支撑力，第七届战略供应链50人论坛在沪举行. *中国青年报*.
Contact: whong@ceibs.edu

Wang, Hong. 2024 July 9. 2024年世界人工智能大会 中欧论坛在沪举行. *东方财富浦东频道*.
Contact: whong@ceibs.edu

Wang, Hong and Gao, Kai. 2024 July 9. 破解中欧合作障碍可采取的策略和措施. *中国经济时报*.
Contact: whong@ceibs.edu

Wang, Hong and Gao, Kai. 2024 July 7. 花钱少就是消费降级？中国企业出海如何避免内卷？这个论坛这样谈“新质营销”. *上观新闻*.
Contact: whong@ceibs.edu

Cases

Chiang, Fung Tung Flora and Zhang, Chi. 2024. ““姐姐”方娜：从“专家”到“领导””. CI-424-048.
Contact: fchiang@ceibs.edu

Chen, Huang, Liao, Yi, Zhao, Liman, He, Wei, Li, Xiaotian

and Bai, Guo. 2024. “智元汇：从“智慧交通”到“智慧城市”的数字创新之路Zhiyuanhui's Digital Innovation: Technology First or Scenario First?”. CI-324-058.
Contact: guobai@ceibs.edu

Ding, Yuan, Han, Jian, Wang, Yajin and Cui, Xiang. 2024. “Ups and Downs: Diageo's Adventure in China's Traditional Liquor Market”. CI-324-060.
Contact: dyuan@ceibs.edu
jianhan@ceibs.edu
yajinwang@ceibs.edu

Fang, Yue, Liu, Yixuan and Cao, Zhijing. 2024. “TCL：集成创新推动中国制造升级转型”. CI-324-042.
Contact: fyue@ceibs.edu
yixuanliu@ceibs.edu

Fang, Yue, Zhao, Xiande, Lin, Yanan, Qian, Wenying, Chen, Bingliang, Wang, Liang, Zhou, Pin, Lv, Xinghang and Xu, Huijiao. 2024. “比亚迪：从垂直整合到开放生态”. CI-324-040.
Contact: fyue@ceibs.edu
xiande@ceibs.edu

Gong, Yan, Lin, Yanan, Zhou, Pin and Ma, Ling. 2024. “阿维塔科技：强强联手能否突围新能源汽车“淘汰赛”？”. CI-324-039.
Contact: gongy@ceibs.edu

Huang, Sheng and Huang, Xiayan. 2024. “上工申贝”. CI-124-034.
Contact: shenghuang@ceibs.edu

Huang, Sheng and Zhang, Gaole. 2024. “石头科技”. CI-124-066.
Contact: shenghuang@ceibs.edu

Law, Justin, Chen, Shimin, Pang, Anthony, Wan, Johnny and Wong, Alex. 2024. “科劲国际：虚拟制造营运模式下的供应商危机管理King's Flair International: Managing Supplier's Crisis in Virtual Manufacturing”. CI-324-059.
Contact: cshimin@ceibs.edu

Li, Mingjun and Pi, Xin. 2024. “吉利的国际化战略（A）：总体情况”. CI-324-049.

Li, Mingjun and Pi, Xin. 2024. “吉利的国际化战略（B）：收购沃尔沃”. CI-324-050.

Li, Mingjun and Pi, Xin. 2024. “吉利的国际化战略（C）：收购宝腾”. CI-324-051.

Li, Mingjun and Pi, Xin. 2024. “吉利的国际化战略（D）：国际合作”. CI-324-052.

Contact: limingjun@ceibs.edu

Lou, Zhukun, Xia, Yan, Liu, Geng, Bouteiller, Eric, Jiang, Xinyao, Lin, Feiyang, Su, Danling and Liu, Ziyu. 2024. “疯狂小杨哥（A）：从搞笑主播到带货直播”. CI-324-055.

Lou, Zhukun, Xia, Yan, Liu, Geng, Bouteiller, Eric, Jiang,

Newsletter

Faculty Research Publications

Xinyao, Lin, Feiyang, Su, Danling and Liu, Ziyu. 2024. "疯狂小杨哥 (B)：探索直播切片市场". CI-324-056.

Lou, Zhukun, Xia, Yan, Liu, Geng, Bouteiller, Eric, Jiang, Xinyao, Lin, Feiyang, Su, Danling and Liu, Ziyu. 2024. "疯狂小杨哥 (C)：创立灵活众包平台". CI-324-057.
Contact: beric@ceibs.edu

Lu, Yi and Liu, Geng. 2024. "公路商店视频案例". CI-524-053.
Contact: michellelu@ceibs.edu

Prashantham, Shameen and Wu, Fan. 2024. "Shenzhen Power Solution: Serving Off-Grid Africa with Affordable Green Solutions". CC-824-035.
Contact: sprashantham@ceibs.edu

Rui, Meng and Wang, Chu. 2024. "中教控股：企业的融资与成长". CI-124-045.
Contact: oliver@ceibs.edu

Rui, Meng and Wang, Chu. 2024. "滴灌通：让世界与小微牵手 A/B/C". CI-124-044.
Contact: oliver@ceibs.edu

Tan, Yinliang and Liu, Geng. 2024. "璞康科技：AI如何驱动商业价值与生产力提升". CI-924-047.
Contact: yrtan@ceibs.edu

Tsai, Soo-Hung Terence, Zhu, Qiong and Zhang, Yunlu. 2024. "十里芳菲：探索价值共创模式". CI-324-041.
Contact: tterence@ceibs.edu

Wang, An-Chih Andrew. 2024. "组织调整跟不上增长脚步？". CI-424-063.
Contact: wac@ceibs.edu

Wang, Gao and Cao, Zhijing. 2024. "三胖蛋：全产业链布局的高端瓜子品牌". CI-524-037.
Contact: wqao@ceibs.edu

Wang, Yajin, Zhu, Qiong and Lu, Lijin. 2024. "分众：探索广告的价值创新". CI-524-043.
Contact: yajinwang@ceibs.edu

Wang, Taiyuan and Wu, Fan. 2024. "Roca Group: Vanguard of Sustainability Innovation for Creating Shared Value". CC-724-038.
Contact: taiyuan.wang@ceibs.edu

Wang, Taiyuan and Wu, Fan. 2024. "Damm China: Imported Beer Finding Niche Market through Localized Innovation". CC-524-036.
Contact: taiyuan.wang@ceibs.edu

Zhang, Qifeng and Chen, Shimin. 2024. "东方明珠并购东方有线：同一控制还是非同一控制下企业合并？". CI-124-054.
Contact: cshimin@ceibs.edu

Zhu, Haikun and Wang, Chu. 2024. "HashKey Capital: Venturing into Crypto". CC-124-046.
Contact: hkzhu@ceibs.edu

Zhou, Dongsheng, Zhang, Lingling and Zhao, Ling. 2024. "开开心彩：为父母打造少年宫". CI-524-062.
Contact: zdongsheng@ceibs.edu
zhang@ceibs.edu

Awards & Honors

Bournois, Frank. 2024. Prof. Bournois was awarded the International Educator of the Year 2024 by the Academy of International Business (AIB).

Gyamfi, Nana Yaa A. 2024. Prof. Gyamfi was awarded the WAIB (Women in the Academy of International Business) Emerging Scholar at the annual AIB (Academy of International Business) Conference.

Lee, Siew Kim Jean. 2024. Prof. Lee won the First Prize on 2024 Business Case Teaching Competition - the Expanded 6th Shanghai MBA Case Teaching Competition, for course "Coaching Leadership", with case " Bosch China: Building a Coaching Culture".

Wang, Taiyuan. 2024. Prof. Wang won the First Prize on 2024 Business Case Teaching Competition - the Expanded 6th Shanghai MBA Case Teaching Competition, for course "Technology Driven and Value Creation", with case "The Global Platform of China Cases".